The Nurse Practitioner Clinical Ladder Program: A Journey to Professional Nursing Excellence

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Conflicts of Interest / Disclosures

NONE
Learning Objectives

1. Describe the rationale for the Nurse Practitioner Clinical Ladder (NPCL) program development.

2. Discuss the NPCL program structure and process standards

3. Analyze the impact of the NPCL program on NP satisfaction, recruitment, retention, and rewards.

Background

- Uniqueness of NP role: How to measure satisfaction?
- Successful staff nurse clinical ladder/residency program at NYULMC
- No program for advancement/retention of NPs at NYULMC
- Strong support from Chief Nursing Officer and Senior Director for Advanced Practice Nurses (APN)
NPCL Committee Goals

- Develop an evidence-based NPCL advancement program that promotes recognition, reward, and NP retention
- Collect baseline data
- Emphasize transparency and inclusiveness
- Evaluate program effectiveness
- Publish and present the NPCL experience to inform Advanced Nursing Practice
“The Journey begins...”

- Review the literature

- Measure NP job satisfaction
  - Adapted Misener NP Job Satisfaction Scale
  - Pre/post implementation of the NPCL program

- Develop NPCL Structure and Process Standards based on the NYULMC Staff Nurse Clinical Ladder and informed by
  - Nursing’s Marker Model
  - Benner’s Novice to Expert Model
  - Donabedian’s Model of Quality Health Care
  - American Nurses Credentialing Center’s Forces of Magnetism Model
  - NP Core Competencies
Misener NP Job Satisfaction Survey

- Likert scale 1 to 6: NPs average satisfaction scores >4
- Open-ended questions were added to the survey
  - All NP respondents indicated need for ongoing mentorship and support
  - Newly-hired NP respondents rated NP Orientation Program favorably but were dissatisfied with ability to function independently after orientation
NPCL Structure Standard

- Promote clinical excellence and professional growth
- Recognize and reward APN nursing staff by establishing levels of advanced nursing practice
- Provide system for incentives, recognition, and compensation to support achievement and levels of advanced NP practice
- Define a structure for NPCL integration into employee annual performance appraisal
NPCL Conceptual Framework

Practice Levels 1A and 1B

NP Level 1A
• Newly hired with *less than 2 years* of clinical NP practice
• Expects to gain national NP certification within 1 year
• Engages in Orientation Programs and NP Mentoring Program

NP Level 1B
• Newly hired with *at least 2 years* of clinical NP practice
NP Level 2

- NPs with a **at least 5 years** of clinical NP practice
- Exceeds competency performance criteria at NP Level 1B
- Applies for and achieves competency performance criteria & behaviors for NP Level 2
Practice Level 3

NP Level 3

• NPs with a *minimum of 8 years* of clinical NP practice

• Exceeds competency performance criteria & behaviors at NP Level 2

• Possesses doctoral degree, or is enrolled in a doctoral program, **OR** has an equivalent level of combined NP experience and performance
NP Performance Differentiation

- Practice levels emphasizing common threads of respect, teamwork and leadership

- Competency Domains
  - Clinical Practice & Outcomes
  - Academics & Advanced Nursing Expertise
  - Leadership & Administrative Support
  - Community Service
  - Professionalism
Competencies within Domains

- Built upon from NPCL Level 1A to Level 3

- Each competency is assigned an arbitrary value of 1

- Competency scores are totaled across 4 Domains exclusive of the *Professionalism* domain

- **Benchmark set at 80%** for promotion to next level

- **Benchmark set at 100%** in the *Professionalism* domain for promotion to **ANY** Level
## Exemplar: Clinical Practice & Outcomes

### Competencies

<table>
<thead>
<tr>
<th>NP Level 1A</th>
<th>NP Level 1B</th>
<th>NP Level 2</th>
<th>NP Level 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Contributes to plan of care through participating in daily transdisciplinary patient care rounds.</td>
<td>Integrates transdisciplinary recommendations into the plan of care.</td>
<td>Incorporates patients’ varying levels of acuity into the daily service needs and priorities.</td>
<td>Develops a patient / family transitional plan of care based on the evidence.</td>
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</table>
NPCL Process Standard

- Describe the process for NP application for promotion on the Clinical Ladder

- Identify the required application documents

- Recognize the NPCL Review Committee as the evaluative body

- Incorporate opportunity for discussion with APN leadership on promotional decisions
NPCL Review Committee

- Forum for review of NP promotion requests
- 7 rotating members selected from the NPCL Committee
- NPCL Review Committee Coordinator and Co-coordinator
  - elected by NPCL Committee
  - facilitate application review processes and activities
  - report Review Committee’s recommendations to the NPCL Committee and APN leadership
- Committee meets quarterly to review applications
NPCL Application & Promotion Process

NPCL REVIEW COMMITTEE

Senior Director APN

Letter of Request for Promotion

Completed Checklist

Curriculum Vitae

Competency Checklist w/ exemplars

1 HCP Letter of Support

1 NP Peer Letter of Support
NPCL Outgrowths

- Formal NP Mentoring Program
- Improved NP Onboarding & Orientation Program
- Re-evaluation of the current NP roles
- Formal program evaluation
- Publication of the experience in peer-reviewed journal
- NP Level competencies incorporated into organizational performance evaluation and reward system
NPCL Outcome Measurement

- Ladder promotions
- Job satisfaction
- Recruitment
- Retention
NPCL Activity

Application Period: Q1-2014 to Q1-2017

<table>
<thead>
<tr>
<th>Application Level</th>
<th>Applications Submitted</th>
<th>Promotions Achieved</th>
</tr>
</thead>
<tbody>
<tr>
<td>2</td>
<td>16</td>
<td>7</td>
</tr>
<tr>
<td>3</td>
<td>8</td>
<td>6</td>
</tr>
</tbody>
</table>

Common reasons for non-promotion:
-- incomplete application
-- exemplars of practice not supportive of level competencies
## NP Satisfaction – CL Impact

<table>
<thead>
<tr>
<th>Misener NP Survey Question</th>
<th>Avg Score / Survey Year</th>
<th>% ↑ 2011-2016</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>2011</td>
<td>2013</td>
</tr>
<tr>
<td>Time off to serve on professional committees</td>
<td>3.34</td>
<td>3.52</td>
</tr>
<tr>
<td>Reward distribution</td>
<td>3.38</td>
<td>3.60</td>
</tr>
<tr>
<td>Input into organizational policy</td>
<td>3.65</td>
<td>3.74</td>
</tr>
<tr>
<td>Opportunity for professional growth</td>
<td>4.01</td>
<td>4.09</td>
</tr>
<tr>
<td>Opportunity to develop and implement ideas</td>
<td>4.09</td>
<td>4.14</td>
</tr>
<tr>
<td>Sense of value for what you do</td>
<td>4.32</td>
<td>4.22</td>
</tr>
<tr>
<td>Level of autonomy</td>
<td>4.67</td>
<td>4.51</td>
</tr>
</tbody>
</table>
### NPCL Impact on Retention of New NP Hires

<table>
<thead>
<tr>
<th>Hire Year</th>
<th>Total Hired Main Campus</th>
<th>Terminated in &lt;= 2yr</th>
<th>Retained</th>
<th>% Retention</th>
</tr>
</thead>
<tbody>
<tr>
<td>2013</td>
<td>39</td>
<td>11</td>
<td>28</td>
<td>72%</td>
</tr>
<tr>
<td>2014</td>
<td>95</td>
<td>24</td>
<td>71</td>
<td>75%</td>
</tr>
<tr>
<td>2015</td>
<td>145</td>
<td>17</td>
<td>128</td>
<td>88%</td>
</tr>
<tr>
<td>2016 Jan-May</td>
<td>39</td>
<td>3 in&lt;=1 yr</td>
<td>36</td>
<td>92%</td>
</tr>
</tbody>
</table>

For 2016 hires, data about terminations only available through May 2017.

The NPCL, APN orientation program and NP mentorship program have contributed to retention of new NP hires.
NPCL Implications for Current and Future NP Roles

- Organizational commitment to an NPCL is critical for NP job satisfaction, recruitment, and retention.

- Formalized NP Orientation and Mentorship programs are foundational in meeting the professional needs of NPs.

- Formal incorporation of NPCL competencies into NP annual performance appraisal and reward systems supports continued NP role development.

- NPCL review committee provides a forum for advanced leadership opportunities.
NPCL next steps...

- Expand NPCL model to other APN roles (CNS, CRNA)
- Evaluate impact of Mentorship Program on NPCL promotional success
- Link NPCL level to NP-sensitive patient quality and safety metrics
- Publish findings in peer-reviewed journal and disseminate findings at professional meetings
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